

Office of Personnel

General

Fiscal Year 1966

Starting late in Fiscal Year 1965 and continuing into Fiscal Year 1966 a number of significant changes occurred in the scope and level of activity in the Office of Personnel. Some examples are the beginning of a comprehensive Retiree Counseling and Placement Service, a substantial increase in the recruitment effort requiring the development of additional recruitment sources and techniques, the implementation of the CIA Retirement and Disability System, a significant increase in reporting requirements levied in the office, and an expansion of the office's monitoring and control requirements. In order to meet these requirements within the framework of rather restricted ceilings, a thorough review of the organization of the Office of Personnel was conducted. The result was a reorganization resulting in some realignment of functions and enlargement of the executive staff to provide for three Deputy Directors of Personnel, each of whom is responsible for the day-to-day supervision of specific activity areas, and an Executive Officer. These areas are (a) Recruitment and Placement, (b) Operations, and (c) Planning and Research.

*Change made March 66*

Unification of Recruitment and Placement

Perhaps the most significant accomplishment in our reorganization during Fiscal Year 1966 was combining into one element those functions related to the acquisition of new employees. Recruitment, correspondence, advertising, invitee travel, applicant processing, and placement were merged in this element in order that we could be more responsive to our applicants and to our Agency component customers.

Recruitment and Placement - Goals

On 1 November 1966, the Agency had 195 available ceiling spaces representing the difference between ceiling proposed to Bureau of the Budget and On-duty Strength 31 October 1966.

Based on Fiscal Year 1966 separations, we predict personnel losses for the remainder of the fiscal year to be [REDACTED] estimated vacancies.

Fiscal Year 1966 During this period we entered on duty the following types and numbers of employees:

Clerical  
Professional  
Military  
Commo  
Technical  
Wage Board

Total

Fiscal Year 1967 (July to October 1966)

Clerical  
Professional  
Military  
Commo  
Technical  
Wage Board

Total

Fiscal Year 1967 Input:

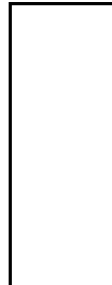
- (1) EOD's 1 July - 31 October 1966
- (2) Available Ceiling Spaces
- (3) Estimated Losses for Remainder of Fiscal Year 1967

Total Estimated Input Using Interim  
Agency Ceiling Figures

Additional Types & Numbers of Personnel Needed Between 1 Nov 66 - 30 Jun 67

Clerical  
Professional  
Military  
Commo  
Technical  
Wage Board

Total



25

(We have not estimated Fiscal Year 1968 Input needs because we have no firm ceiling figure for Fiscal Year 1968 to work with.)

# Recruitment - Cooperative Education Program

Closely allied to a new consolidated approach to our recruitment effort was starting in Fiscal Year 1966 a Cooperative Education (Work-Study) Program and a Summer Intern Program. (Previously we had only a small program in the Office of Communications.) Our start in Fiscal Year 1966 was modest, limited primarily to NPIC oriented work assignments, but strong foundations have been laid for a structure that could later be used by other areas of the Agency.

During Fiscal Year 1966, we visited twelve colleges or universities that had on-going Cooperative Education Programs. Some of the colleges visited were Georgia Tech, Northeastern, University of Florida, Auburn, and Syracuse.

Some of the schools that have courses in which we are interested do not have Cooperative Education Programs. Thus, we set up a Summer Intern Program similar to the Cooperative Education Program--the main differences being that the individual's work program is not coordinated with the university and the work period is in the summer. Three photo-science students from Rochester Institute of Technology entered on duty for work in NPIC during the summer of 1966 as Summer Interns.

Thus far in Fiscal Year 1967 we have continued to develop this program by firming up our agreements with many of the colleges we made initial contacts with during Fiscal Year 1966. During Fiscal Year 1967, we have also contacted four additional schools, including Purdue and Illinois. We now have on board (Fiscal Year 1967) 23 Cooperative Education students representing five schools. They are assigned as follows:

Office of Communications	16
NPIC	7

Eleven in the pipeline at the present time:

for NPIC	8
for Office of Computer Services	3

## For Fiscal Year 1968

In addition to what has been accomplished, we plan to broaden our Cooperative Education Program to embrace the requirements of TSD, OSA, and FMSAC.

## Fiscal Year 1968 - Summer Intern

We are targeting for 25 students in our Summer Intern Program, as presently constituted. (Twenty-two over the three of Fiscal Year 1967.) We have requested approval for eight additional Summer Interns for students in

the field of China Area and language studies. They would be distributed as follows:

Office of National Estimates	1
Office of Current Intelligence	2
Office of Research and Reports	2
Office of Basic Intelligence	<u>3</u>
	8.

Pre-Employment Interviews

In Fiscal Year 1966 we established as a standard practice the inviting of professional and technical candidates to Headquarters for pre-employment interviews. These visits to Headquarters include one day for personnel interviews and two days for medical and security interviews. Medical and security interviews are scheduled insofar as possible to insure economical use of the available services of physicians and polygraph operators. Except in unusual cases, polygraph interviews are arranged as the final step in the selection process after personnel considerations and medical evaluations are completed. Although this practice has increased expenditures for invitee travel it has proven to be more efficient than the old practice of placing the polygraph interview earlier in the selection process. Under the prior arrangement an average of one out of three invitees who were polygraphed entered on duty while under our current practice three out of four invitees who are polygraphed enter on duty.

During the remainder of Fiscal Year 1967 and Fiscal Year 1968 we would anticipate a need to conduct our pre-employment interviews as in Fiscal Year 1966, providing sufficient funds are available. Without our pre-employment screening interviews it would be difficult to acquire the quality of employees we need.

### Placement

In merging the placement and recruitment functions under one Deputy Director of Personnel, it was felt that new concepts must be explored and implemented when appropriate in order to meet our recruitment goals in this tight labor market.

### Skills Bank

The result was that during late Fiscal Year 1966 and early Fiscal Year 1967 we planned and implemented the Skills Bank procedure. Our objective was to screen the qualifications of available candidates against Agency needs and to generate prompt decisions as to their employment by the Agency. The component still makes the judgment whether they want someone or not, but they do this within time limits established by the Director of Personnel. This is critically important when it comes to putting the right candidates into clearance at the right time.

In the Skills Bank procedure, the selection mechanism is oriented to the category of skills which are required by the Agency and in terms of the availability of such skills among candidates for employment. The important thing is to group your skills together, expedite the review by your customer, and expedite the clearances and processing of each applicant. The end goal being faster processing of applicants with the anticipation that the take will be greater and more responsive and faster service to the component customer.

Recruitment - University Associates

During Fiscal Years 1966 and 1967, we continued our utilization of our University Associates as an adjunct to our recruitment mechanism. During the remainder of Fiscal Year 1967 and the first quarter of Fiscal Year 1968 we hope to increase our Associates from 26 to 40.

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As a note of caution, we are a little concerned at this time that the student demonstrations and the possible "fingering" of our men, such as [redacted] may make it more difficult to attract qualified administrators, deans, and department chairmen to our banner because of the possibility of what they may regard as adverse publicity for them or the school they represent.

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Demonstrations in Fiscal Year 1966

- a. Picketing incident at Grinnel College (Iowa)
- b. CCNY
- c. San Jose State College
- d. Harvard

(On the whole the publicity derived from the picketing incidents at the above colleges helped us.)

Demonstrations in Fiscal Year 1967

These demonstrations are starting to impede in a small way our recruitment efforts through interviewing on campuses.



Integration of Retirement Units

During the remainder of Fiscal Year 1967 we plan to merge the two units in the Benefits and Services Division that work on retirement matters. The present Retirement Branch is concerned with all aspects of Civil Service Retirement and the processing of retirement applications submitted by Agency employees under the CIA Retirement and Disability System; the present CIA Retirement Staff is handling those matters pertaining to participation of Agency employees under the CIA Retirement and Disability System. The screening process to determine which Agency employees qualify for participation in the CIA System is nearly complete. For this reason, the separation of the responsibility for handling retirement matters no longer appears necessary. Within a short period of time we intend to merge the two units into a single Retirement Branch, which will be responsible for all retirement matters--whether under the Civil Service Retirement Act or the CIA Retirement System.

Our plans for this Retirement Branch for Fiscal Year 1968 include assignment of responsibility for developing or reviewing retirement plans proposed for proprietary organizations and for establishing supplemental retirement plans for individuals for whom such additional retirement benefits are sought and approved.

### Personnel Planning

One of our most important accomplishments during Fiscal Year 1966 was developing a realistic plan that would assist us in personnel planning and forecasting. The forecasts that resulted from this planning were helpful in the Combined Program Call especially in that they established for the Office of Personnel and the other offices in the Support Directorate an official estimate as to the scope and pace of the recruitment effort that is needed to replace losses and reach planned employment levels.

During the remainder of Fiscal Year 1967 our major emphasis will continue to be placed on even more sophisticated development of a personnel planning and forecasting system. The individual component plans which represent the basic framework for the general long range forecast will be refined even further in order for us to anticipate program changes and take into consideration internal shifts and changes in the Offices and Divisions resulting from transfers, separations, and promotions. The Personnel Forecast should be developed so that we can come out with a new forecast every two months.

In Fiscal Year 1968 we expect to apply Automatic Data Processing techniques more fully to this planning process.

During Fiscal Year 1967 we are conducting a study of Overseas Tours of Duty designed to develop basic statistics which will establish the actual length of tour served by area and the TDY and supplementary expenses involved in change of station which can be costed out by the Office of Finance to determine a tour of duty policy and maximum cost effectiveness. The desired result would be a uniform tour of duty policy which could be implemented during Fiscal Year 1968.

Benefits and Services - Fiscal Year 1966

During this Fiscal Year we continued to follow our main theme of providing a centralized service to all Agency employees in a field of many employee services, benefits, and activities. A Retirement Branch was established in recognition of a greatly increased work load at that time and anticipated increased activity in the future. Also for greater cohesiveness in retirement activities the CIA Retirement Staff--while remaining separate--was moved from the Office of the Director of Personnel to become an integral part of the Benefits and Services activities.

CIA Retirement and Disability Act

As of the end of Fiscal Year 1966, [ ] employees had been appropriately screened for either eligibility or non-eligibility for participation in the CIA Retirement System.

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From the beginning of Fiscal Year 1967, we have screened an additional [ ] resulting in a total of [ ] having been screened by early December 1966. We now have 99 cases in process and of the present total number of employees to be appropriately screened to be declared eligible, ineligible and then subsequently designated participants or non-participants in the System. In addition, there are 23 cases still in the hands of the career services.

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During Fiscal Year 1967, additional employees will be reaching 25 years of age or have five years of service or both. This will, of course, require similar processing work as occurred during Fiscal Year 1966. In addition, there will be:

- a. a review and verification of claimed qualifying service and processing of nominations of employees who had previously been declared ineligible,
- b. conducting necessary follow-up and review in order to ensure that participants in the System continue to meet the criteria for participation,
- c. conducting necessary follow-up and review to ensure that a proper review is made six months prior to a participant completing 16 years of service, and that participants whose careers are adjudged by the Director of Personnel to be qualifying for the System are given the opportunity to exercising their vested right of remaining in the System.

During Fiscal Year 1968, the activity will be similar to that of Fiscal Year 1967.

Personnel Records Management

The Fiscal Year 1966 reorganization of the Office of Personnel combined the three principal data producing components of the office, namely:

- a. Transactions and Records
- b. Qualifications Analysis Branch
- c. Statistical Reporting Branch.

This merger took place in recognition of the fact that within the Office of Personnel we needed a single focus on management data paralleling and in support of the work being done in the development of a management information system for the Support Directorate.

Fiscal Year 1967

To ensure the parallel and compatible development of the data systems on one hand and the input from the central office on the other, the Chief of the Records and Control Division has been and will continue to work closely with the Office of Personnel representatives [redacted]. The Deputy Director of Personnel has recently constituted a working group of the Office of Personnel representatives in the Support Services Staff, Chief of Records and Control Division, and Chief, Placement Division to "flesh" out the data system structures being generated.

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Fiscal Year 1968

During Fiscal Year 1968, subject primarily to the resolution of hardware, software and staffing problems in OCS, it is our intent to move forward system by system as rapidly as possible with the Office of Personnel part of the human resources package. It is perhaps unnecessary to point out that in the present climate of tight ceilings and increasing personnel needs in the Agency the high level sophistication in personnel control mechanisms is essential.

Recruitment - Career Trainees

During Fiscal Year 1966, 156 new employees entered on duty in the Career Training Program against a target of 175.

During the first five months of Fiscal Year 1967, 108 new employees have entered on duty in the Career Training Program against a target of approximately 225 for the year. This is more than twice the number (48) who entered on duty during the first five months of Fiscal Year 1966.

There is some evidence that our recruitment and selection procedures are more efficient than they were in the past. For example, in spite of the greater input, we have initiated 47 fewer security clearances for prospective CT's during the first five months of Fiscal Year 1967 than we did during the first five months of Fiscal Year 1966 and there are 50 fewer CT candidates in process as of 30 November 1966 than there were on 30 November 1965. We have made a positive effort to screen applications carefully before they are referred for consideration by officials of the Career Training Program.

Henceforth there will be three CT classes of 92 to 95 each beginning in March, July and November each year. From the number of CT candidates now in process and the rate at which we have been initiating security clearances on new candidates, it appears that there will be no difficulty in meeting the external recruitment requirements of 72 to 75 EOD's for the next class in March 1967 and for subsequent classes in Fiscal Year 1968.